DOCUMENT RESUME

ED 065 680 VT 016 042

AUTHOR	Berkey, Arthur L.; Drake, William E.
TITLE	Using Task Data for Recruitment of Workers in Ornamental Horticulture: Report of a Field Test.
INSTITUTION	State Univ. of New York, Ithaca. Coll. of Agriculture at Cornell Univ.
SPONS AGENCY	New York State Dept. of Labor, Albany. Div. of Employment.
PUB DATE	Jun 72
NOTE	111p.
EDRS PRICE	MF-$0.65 HC-$6.58
DESCRIPTORS	*Agribusiness; Check Lists; Data Analysis; Employer Attitudes; Evaluation; *Field Studies; Instrumentation; *Ornamental Horticulture; *Recruitment; *Task Analysis; Training Techniques

ABSTRACT

The field test of using task data for recruitment of horticulture workers is the final phase of a larger task analysis study of the ornamental horticulture industry in New York State. The field test is designed to obtain a realistic assessment of the potential of task checklists for recruitment, including: (1) employer acceptance attitudes toward the new method, and (2) the feasibility and efficiency of the method. All horticulture employers in all nine business areas in the three counties constituted the employer population for the test, which was run during the months of September and October of 1971. Specific conclusions include: (1) The task checklists are not a viable recruitment tool for use with the total horticulture industry at this time, (2) Employers perceive the task checklists to have potential for recruitment of horticulture workers, (3) The length of the checklist should be reduced, and (4) The checklists have potential for uses other than recruitment. Related documents are available as VT 016 114 and VT 016 170 in this issue. (GEB)

ED 065680

USING TASK DATA FOR RECRUITMENT OF WORKERS IN ORNAMENTAL HORTICULTURE: REPORT OF A FIELD TEST

Arthur L. Berkey

William E. Drake

NEW YORK STATE COLLEGE OF AGRICULTURE
AND LIFE SCIENCES
A Statutory College of the State University
CORNELL UNIVERSITY
Ithaca, New York

June 1972

VT016042

ED 065680

USING TASK DATA FOR RECRUITMENT OF WORKERS IN ORNAMENTAL HORTICULTURE: REPORT OF A FIELD TEST

Arthur L. Berkey
William E. Drake

Division of Agricultural and Occupational Education
Department of Education
New York State College of Agriculture and Life Sciences

Ithaca, New York 14850

June 1972

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

ACKNOWLEDGMENT

The research reported in this volume was conducted through contractural arrangements between the New York State Department of Labor, Division of Employment, Albany, and the Agricultural Experiment Station, College of Agriculture and Life Sciences at Cornell University. Grateful acknowledgment is expressed for the financial arrangements which made the research possible and for the valuable professional assistance given by them, especially Staff of the Central Rural Manpower Office.

TABLE OF CONTENTS

	Page
ACKNOWLEDGMENT	i
INTRODUCTION	1
PURPOSE	2
FIELD TEST PROCEDURES	2
Development of the Instrument	2
Selection of the Population of Employers	3
Time Period for the Study	4
Conducting the Field Test	4
Coordination and Training Sessions	4
Support by Horticulture Trade Organizations	7
Distribution of Task Checklists to Employers	7
EMPLOYER RESPONSE TO THE FIELD TEST	8
EVALUATION OF THE FIELD TEST	9
Evaluation Procedures	9
Evaluation by Employers Using the Task Checklist to Recruit Workers	9
Question 1	10
Question 2	10
Question 3	11
Question 4	11
Question 5	11
Evaluation of the Checklist Form	12
Cover Page	12
Checklist and General Conditions	12

Page

Evaluation by Employers not Recruiting Workers with Task Checklists 13

Evaluations of Employment Service Staff and Cooperative Extension Agents 18

Question 1 19

Question 2 19

Question 3 20

Question 4 22

Question 5 22

Question 6 23

Question 7 24

Question 8 24

Question 9 25

Question 10 25

Question 11 26

Question 12 26

Question 13 27

Question 14 29

CONCLUSIONS AND RECOMMENDATIONS 31

LIST OF APPENDICES iv

LIST OF APPENDICES

APPENDIX		Page
A	LETTER INTRODUCING TASK CHECKLIST RECRUITMENT TO EMPLOYERS	33
B-1	TASK CHECKLIST PRELIMINARY INFORMATION	35
B-2	GENERAL TASK CONDITIONS	37
B-3	RETAIL FLORIST CHECKLIST	40
B-4	FARM AND GARDEN STORES	46
B-5	LANDSCAPE SERVICES CHECKLIST	52
B-6	GREENHOUSE PRODUCTION CHECKLIST	60
B-7	NURSERY PRODUCTION CHECKLIST	68
B-8	TURF PRODUCTION CHECKLIST	76
B-9	ARBORIST CHECKLIST	82
B-10	WHOLESALE FLORIST CHECKLIST	89
B-11	GOLF COURSE CHECKLIST	95
C-1	EVALUATION FORM FOR EMPLOYERS USING TASK CHECKLIST . .	100
C-2	INTRODUCTORY LETTER AND EVALUATION FORM FOR EMPLOYERS NOT USING CHECKLIST	102

INTRODUCTION

The field test of using task data for recruitment of horticulture workers is the final phase of a larger task analysis study of the ornamental horticulture industry in New York State. Previous steps in the study involved:

1. Identification of business areas in horticulture.
2. Identification of functions performed in each business area.
3. Development of a preliminary list of tasks performed to fulfill functions.
4. Validation of tasks and identification of task conditions by interviews with a sample of horticulture employers.

The procedural model for the task analysis, and the detailed task data developed in earlier phases of the research are presented in the two preceding reports[1] of the study.

---

1. Arthur L. Berkey, William E. Drake, and James W. Legacy, A MODEL FOR TASK ANALYSIS IN AGRIBUSINESS, New York State College of Agriculture and Life Sciences at Cornell University, Ithaca, New York, 14850, June 1972.

Arthur L. Berkey and William E. Drake, AN ANALYSIS OF TASKS PERFORMED IN THE ORNAMENTAL HORTICULTURE INDUSTRY, New York State College of Agriculture and Life Sciences at Cornell University, Ithaca, New York, 14850, June 1972.

PURPOSE

The purpose of the field test is to assess the potential of the task data developed in earlier phases of the study for recruitment of workers in ornamental horticulture.

A realistic assessment of the potential of task checklists for recruitment includes, (1) employer acceptance attitudes toward the new method, and (2) the feasibility and efficiency of the method. The field test will be designed to assess both of these factors.

FIELD TEST PROCEDURES

Development of the Instrument

The form for the instrument was developed through consultation with Staff of the Central Rural Manpower Office. Particular emphasis was placed on obtaining all necessary information and insuring that the instrument would be useable as part of the local Rural Manpower Representative's ongoing program of service to agricultural employers.

Task data for the following nine types of horticulture businesses had been validated earlier in the study:

1. Retail florist
2. Farm and garden supply stores
3. Landscape services
4. Greenhouse production
5. Nursery production
6. Turf production (sod farms)
7. Arborist services
8. Wholesale florist
9. Golf courses (public and private)

Thus, nine separate preliminary instruments were developed, each with common background information and form, and a list of the tasks performed in one of the nine business areas.

These preliminary instruments were then pretested with horticulture employers in Tompkins County to identify any unclear items. Final instruments incorporating changes indicated in the pretest were then constructed (see Appendix B).

Selection of the Population of Employers

In consultation with Central Rural Manpower Office Staff, the three New York counties of Erie, Nassau and Suffolk were selected as the field test area. All horticulture employers in all nine business areas in the three counties constituted the employer population for the test.

The criterion used to select the three counties were:

1. Rural Manpower Representatives in residence to cooperate in the test.

2. The presence of a large number of horticulture employers in a number of the nine business areas.

3. Difference in geographical location in New York State which was hypothesized to reflect differences in employer preferences and attitudes.

The names and addresses of individual employers were identified earlier in the study from unemployment insurance data furnished by the Division of Employment, membership lists of horticulture trade organizations and lists from the Division of Agriculture and Markets. The distribution of employers in the field test area was as follows:

Business Area	Number of Employers: Erie County	Nassau and Suffolk Counties
Retail florist	61	158
Wholesale florist	3	0
Arborist services	5	32
Nursery production	54	114
Greenhouse production	54	114
Golf courses	22	99
Turf production (sod farms)	0	6
Landscape services	106	990
Farm and garden stores	18	89

Time Period for the Study

The months of September and October, 1971 were selected as the time period for conducting the field test. The decision represented a compromise between the deadline for completion of the total project and the need to field test in a season of horticulture industry activity sufficient to lead recruitment of workers by horticulture employers.

Conducting the Field Test

Coordination and Training Sessions -- following development of the instruments and identification of the employer population, the next step in the test was to conduct sessions to coordinate field test procedures. Representatives of the Central Rural Manpower Office, Cooperative Extension Agents in Horticulture and members of the Cornell research team met and agreed upon the following division of responsibility for the test:

Employment Service Rural Manpower Representatives

1. Counsel prospective employees using employer task checklists and the "Counselor's Guide" consisting of the detailed task data.

2. Receive and process telephone and/or mail order for horticulture workers using the task checklist recruitment forms.

3. Distribute additional task checklists to employers as needed (e.g. where an employer has already used the checklist mailed to him for recruiting workers).

4. Provide and collect employer evaluation forms from employers using the task checklists to recruit workers.

5. Encourage horticulture employers to use the task checklist for recruitment of workers.

6. Coordinate with the Central Rural Manpower Office and the Cornell research team in regard to questions and/or problems with the field test.

7. Maintain a tally by business area and number of workers recruited by use of the task checklist in the field test.

8. Make follow-up calls to employers (or a sample of employers) to determine how qualified the new workers recruited are in their job.

9. Conduct employee follow-up where possible to determine if the workers recruited are actually performing the tasks checked by employers.

10. Evaluate the field test in a personal interview with the Cornell research team.

Cooperative Extension Agents in Horticulture

1. Explain and solicit support for the field test from officers of horticulture trade organizations.

2. As part of visits to horticulture employers in the regular work schedule:

   a. Discuss and encourage use of the task check lists for recruiting workers.

   b. Obtain evaluations of the field test from horticulture employers.

3. Evaluate the field test in a personal interview with the Cornell research team.

Cornell Research Team

1. Mail task checklists to horticulture employers in the field test counties.

2. Provide all materials for the field test.

   a. Samples of materials sent to employers to Representatives and Agents

   b. Task checklists for employers

   c. "Counselor's Guide" to agents and Manpower Representatives

3. Contact horticulture trade organizations to endorsement of the field test.

4. Arrange for coordination meetings for the field test.

5. Coordinate and participate in the evaluation of the test.

6. Conduct personal interviews with Rural Manpower Representatives and Cooperative Extension Agents to evaluate the field test.

7. Send follow-up evaluation forms to employers not using the task checklists to recruit workers.

8. Write and distribute the field test report.

Support by Horticulture Trade Organizations -- endorsement by New York horticulture trade organizations had previously been obtained for the total project. In an effort to maximize [illegible]er participation in the field test, letters explaining the purposes [illegible] procedures for the test were sent to all trade organizations. Also Cooperative Extension Agents announced the field test at meetings with horticulture employers in the three counties where the test was conducted.

Distribution of Task Checklists to Employers -- all horticulture employers in Erie, Nassau and Suffolk counties were mailed a checklist appropriate for their primary business area along with an evaluation form and a letter explaining the test.

EMPLOYER RESPONSE TO THE FIELD TEST

Employer use of the task checklists to recruit horticulture workers through the Rural Manpower Representatives was very limited. In Erie County only one worker request was received by the Employment Service Office. The response in Nassau-Suffolk counties was 17 requests from a variety of business areas. Of these 17 requests, three were for Spring, 1972.

The workers requested were generally for entry level, non-managerial, full-time seasonal jobs. Pay offered ranged from $1.90 to $3.00 per hour for a 40 to 60 hour week. "Educational requirements" included experience in specific tasks, eighth grade, high school, and the ability to read and write English. Three employers listed "no requirements" and on three other requests the educational requirements section was left blank.

For "experience required" several of the 17 requests listed specific tasks. Several other employers stressed willingness to work for this section.

In the "opportunity for promotion" section, nine of the 17 requests indicated some promotion or pay raise. Three listed "limited" or "poor" and the section was left blank on the other requests.

Employers generally used the checklist of tasks to indicate the tasks that workers would be expected to perform on the job. The final section of the task checklist on "general working conditions" was also completed by most employers.

EVALUATION OF THE FIELD TEST

Evaluation Procedures

Evaluation of the field test on using task checklists to recruit horticulture workers was obtained from three groups; horticulture employers, staff of the Central Rural Manpower Office and Cooperative Extension Agents.

Horticulture employers using the checklist to recruit workers were provided with an evaluation form (sent with the task checklist for their business area) to complete, if they used the task checklist to recruit workers through the Employment Service. At the termination of the field test period, a mail survey evaluation was sent to all employers not using the checklist to recruit workers. Data on the two employer evaluations were summarized by frequency of response and comments. Employers also provided data for evaluation by the manner in which they completed the task checklist, i.e. responses to items on the basic information section, which indicated if modifications were needed in the form of the checklist.

Evaluations of the field test were obtained from Rural Manpower staff and Cooperative Extension agents by taped personal interviews following the test.

Evaluation by Employers Using the Task Checklist to Recruit Workers

Ten of the 17 employers in Nassau-Suffolk Counties using the task checklists to request workers returned the evaluation sheets (See Appendix C-1). These evaluations are summarized below. The

numbers in parentheses following a response indicate the number of employers checking the response.

Question 1 -- How did the time required to use the task checklist compare with the regular method of recruiting workers through the New York State Employment Service? Check one only.

More time required to use checklist -- (2)

No difference between checklist and regular method -- (2)

Less time required to use checklist -- (2)

Question 2 -- How effective[1] was the task checklist in recruiting a qualified worker for your job opening? Check one only.

Less effective than regular method -- (2)

No difference from regular method -- (0)

More effective than regular method -- (3)

Comments

a. Adequate number of applicants available from other sources.

b. The categories didn't pertain to the spray business as much as nurseries.

c. The application is not specific enough to the quality of job requested.

d. We don't need anyone until November.

e. In December of last year, when I layed off my employees, one of them was refused unemployment insurance. We went to a hearing and the gentlemen conducting the hearing told my employee that he should find some other work, that the landscaping field was unprofitable financially and had limited future advancement.

---

1. Criteria for effectiveness was not specified.

Question 3 -- What use can be made of the task checklist other than worker recruitment through the New York State Employment Service? Check all that apply.

Employee orientation -- (1)

Employee training -- (2)

Basis[1] for employee promotions -- (3)

Recruitment of workers other than through Employment Service -- (4)

Other (specify) _____ -- (0)

None -- (0)

Question 4 -- What changes are needed in the task checklist?

a. Too general. Need more specific questions for different industries.

b. I'm sorry the basic knowledge of listening to instructions carefully are to be found in so few, makes the checklist of no value as far as we're concerned.

c. The checklist is too broad.

d. We are a garden center and need questions pertaining to the same -- believe that an important learning experience may be found here for interested parties.

Question 5 -- From a standpoint of recruiting workers for your firm, would you recommend that the task checklist be used regularly by the New York State Employment Service? Check one only.

Yes -- (4)

Uncertain -- (2)

No -- (3)

---

1. This response should be interpreted with the recognition that competence to perform technical tasks is one of several aspects of employee performance that may be important as a basis for advancement.

Comments

We have found that prospective employees seeking jobs through the New York State Employment Service do not really want to work. We have been much more satisfied with employees seeking jobs under their own motivation.

Evaluation of the Checklist Form

The manner in which employers completed the task checklists was examined to identify any changes needed in the form of the checklist (Appendix B).

Cover Page -- The section requesting information identifying the employer was completed satisfactorily. Under the "job information" section, employer response indicated that several changes were needed. Item 3, "job location" should specifically request the nearest city. For "hours to be worked" (item 5) a format indicating the starting and ending time should be used.

The "experience required" (item 12) section needs additional space as several employers listed specific tasks rather than years of experience as was anticipated.

Checklist and General Conditions -- Both of these sections were generally well completed by employers using the checklist. It may be desirable to modify the columns to be checked for tasks to indicate if (1) competency to perform the task was a necessary condition for employment, or (2) if the task could be learned on the job.

Evaluation by Employers not Recruiting Workers with Task Checklists

Mail evaluation forms (Appendix C-2) were used to obtain evaluation data from employers who did not recruit workers with the task checklists. A total of 282 employers returned evaluations. This total was composed of 218 returns from Nassau-Suffolk Counties, 43 from Erie County and 21 returns without county of origin designated.

The percent of return and distribution by business area for the employer evaluations was:

Business Area	Number Sent	Number Returned	Percent of Return
Retail florist	219	42	19
Farm and garden supply stores	107	19	18
Landscape services	1096	137	12
Greenhouse production	168	5	3
Nursery production	168	24	14
Turf production (sod farms)	6	6	100
Arborist services	37	11	30
Wholesale florist	3	0	0
Golf courses (public and private)	121	25	21
Business area not identified	-	13	-
TOTAL	1925	282	14.8%

The approximately 15 percent of employers returning evaluations may well be a select group reflecting higher than average interest in employee management. The data in this section should, therefore, be interpreted with full consideration given to this possible bias.

Employer response to the question, "Why did you not use the task checklist to recruit workers?" Check all that apply is shown below:

Reason	Affirmative Response: Erie County (N=43)		Nassau-Suffolk County (N=218)		Total Group (N=282)	
	No.	%	No.	%	No.	%
No workers hired	30	70	124	57	167	59
Recruited workers other than through Employment Service	13	30	75	34	95	34
Method appeared to time consuming	2	5	19	9	22	9
Method appeared too complicated	1	2	14	6	16	6
Long distance telephone call involved	1	2	3	1	4	1
Inconvenient to mail in form	1	2	3	1	4	1
Prior recruitment through Employment Service not successful	2	5	42	19	46	16
Received incorrect task list for my business area	1	2	5	2	8	3
Invitation to use task recruitment not received	4	10	22	10	27	10
Other	5	12	34	16	42	15

The employer responses as to why task checklists were not used show approximately three-fifths with "No workers hired" and one-third "Recruited workers other than through the Employment Service." "Prior recruitment through the Employment Service not successful" was reported by 16 percent followed by "Other" at 15 percent. A total of 15 percent responded that the method was "too complicated" or "too time consuming."

Employers checking "Other" as a reason for not using the checklist were asked to also specify their reason. The designations are listed below. Numbers in parentheses indicate the number of employers listing the same reason.

1. Use union labor (3)
2. Did not have time to look into task checklist this season
3. We would rather select an applicant from people who come to us (2)
4. We train workers and then they leave (2)
5. Largest part of work force is seasonal -- occurring in the summer, I must know <u>earlier</u> in the year who will be working for me any given season (5)
6. Breakdown of landscape services as to planting or maintenance type work
7. Wage rate for primary business area
8. We are so small of an organization, there is no application
9. Our primary business is retail nursery, garden center, and landscape industry
10. Need to know if workers are experienced in golf course maintenance and if they are local people
11. People have got to be placed with the responsibility to <u>want</u> to work -- we would help train them if there were openings at the time
12. Have steady employees

To assess the potential for alternate employer uses of the task checklists, employers were asked, "What use can be made of the

task checklists other than worker recruitment through the New York State Employment Service? Check all that apply." Responses by employers are presented below:

Type of Use	Erie County (N=43)		Nassau-Suffolk County (N=218)		Total Group (N=282)	
	No.	%	No.	%	No.	%
Employee orientation	8	19	32	15	41	15
Employee training	14	33	60	26	76	27
Basis for employee promotions[1]	5	12	16	7	22	8
Basis for employee pay raises[1]	6	14	18	8	25	9
Recruitment of workers other than through the Employment Service	11	26	38	17	52	18
Other	0	0	10	6	11	4
None	1	2	17	8	19	7
Uncertain	14	33	45	21	63	22

The alternative employer uses for the task checklists most frequently checked were "Employee training" (27%), "Uncertain" (22%), followed by "Recruitment other than through Employment Service" (18%) and "Employee orientation" (15%).

As in the preceding questions, employers were asked to specify a reason where the "Other" category was checked. The reasons specified were:

1. Several important "jobs" in small wholesale nursery were not well covered in original list of tasks
2. Should be section aimed specifically at degree of responsibility to be assumed as training and experience are achieved

1. Criteria for effectiveness was not specified.

3. Good annual exercise for employer in better defining and understanding how employees spend their time
4. Much too many questions
5. Job designations or job titles are easier for nurseryman to understand
6. List is set up for hiring professional help -- the industry needs to hire regular untrained personnel
7. Recommend contact to local association in varied fields by instructor of horticulture course in area that his students come from

Employer opinion of the recruitment potential of the task checklists was solicted by the question, "From a standpoint of recruiting workers for your firm, would you recommend that the task checklist be used regularly by the New York State Employment Service?" The response was as follows:

Response	Erie County (N=43)		Nassau-Suffolk County (N=218)		Total Group (N=282)	
	No.	%	No.	%	No.	%
Yes[1]	14	33	77	35	92	33
Uncertain	18	41	78	36	101	36
No	2	5	26	12	32	11
No response	9	21	37	17	57	20
TOTAL	43	100	218	100	282	100

The employer responses show approximately one third in favor of regular use of the task checklists, over half (56%) "Uncertain" or not

1. Specific employer suggestions of how the task checklists should be used on a regular basis were not included.

responding and 11 percent responding negatively to use of task checklist recruitment.

Employers were requested to add any additional comments following this final item on the evaluation form. Their responses follow:

1. I cannot give you an evaluation on this check task list being we did not hire any employees other than returnees (6)
2. Potential workers need experience -- most workers feel the trade is too hard physically.
3. It should be condensed in order to be used by New York State Employment
4. No matter what you do, nobody wants to work any more. Results will be obtained after welfare is stopped (2)
5. Think it is good idea (5)
6. I have never been able to get any decent, reliable help from New York State Employment Service (8)
7. Not usable for small operation
8. We use FTD standard employment form very successfully for last 10 years
9. Questions did not apply to tree and lawn spray except in small instances
10. Just send anyone who wants to work regardless of education or experience

Evaluations of Employment Service Staff and Cooperative Extension Agents

Field test evaluations were obtained from Employment Service Staff and Cooperative Extension Agents in the three field test counties.

Rural Manpower Representatives' basis for evaluation was through contact with horticulture employers in receiving and processing worker requests on the task checklists, and other employer contacts made in the normal course of their work. The Cooperative Extension Agents in horticulture provided information obtained in the course of their work with individual employers and through contacts made in horticulture trade organization group meetings.

Evaluations were obtained at the end of the field test by personal interviews recorded on tape. Fourteen evaluation questions were used to structure the interviews. In order to stimulate discussion and avoid repetition, the interviews were conducted by county in groups of Employment Service Staff, and Extension agents.

The evaluation summary[1] that follows is organized by type of respondent group, i.e. Employment Service or Extension Agent, under each of the 14 evaluation questions. Responses listed are those made by one or more persons. No effort was made in the interviews to determine the information bases for the various responses by individual persons.

Question 1 -- To what extent was the task checklist used by employers to recruit workers?

Employment Service Staff

a. In Erie County one request was received.

b. The response in Nassau-Suffolk Counties was 17 requests of which 11 used the checklists. Not all checklists used were completed.

Question 2 -- What factors encouraged employers to use the task checklist in recruiting workers?

---

1. The summary of taped interviews was made by the Cornell Research Team.

Employment Service Staff

a. The question is difficult to answer since no employer follow-up was done.

b. Recruitment of workers qualified to perform tasks involved in the job.

c. Employers who used the checklists were progressive and had the time required to complete the list.

d. The itemized list of tasks.

e. Workers were needed and a request form was provided.

Cooperative Extension Agents

a. Identification of what the worker would be hired to do More efficient matching of employer needs with worker qualifications

b. Use of the checklist was primarily by conscientious employers concerned with the industry's image and improvement of the labor situation in horticulture. Employer attitude is very important.

c. The checklist served as a reminder of the types of talents the employer was looking for.

d. The standardized form may have been easier to complete than other types of employment requests.

Question 3 -- What factors discouraged employer use of the task checklist to recruit workers?

Employment Service Staff

a. The field test was not conducted at the time of year for maximum horticulture employment.

b. The general unemployment situation facilitated recruitment of workers by other means; e.g., "walk in" recruitment.

c. The task checklist is too long.

d. Most horticulture workers recruited are day laborers. Numbers and turnover of regular employees are limited.

e. Pay rates in horticulture are limited, therefore, employers accept and train the workers who apply, tasks are not really a consideration.

f. The time required to complete the checklist

g. A feeling by employers that they would not personally benefit

h. Employers were too busy.

i. No need for workers

j. Poor success in the past in recruitment through the Employment Service

k. Most tasks listed were not applicable since workers were needed to perform only several tasks; (e.g., digging a tree).

l. The checklists were not specific enough to some businesses, e.g. farm and garden centers.

Cooperative Extension Agents

a. The form was too long.

b. The form was too complicated.

c. The checklist requires considerable thought. Better planning for employee needs requires employers to think about the type of worker needed. This process may be new to some employers.

d. Employers saw a long form and were turned off before use due to a negative reaction to the written word. Recent requests for detailed census data reinforced the employers' "form negative" feeling. Another factor is that growers view themselves as farmers.

e. Some employers thought that the tasks might better be discussed during the job interview.

Question 4 -- What changes are needed in the form of the checklist?

Employment Service Staff

a. Reduce the number of pages by combining related and/or sequential tasks into fewer, more general tasks. Also, tasks could be listed by common job titles.

b. Condense the form into a single page.

c. The "Tasks most time spent on" column should be retained.

d. The task checklist can be adapted to the Job Bank.

Cooperative Extension Agents

a. The two columns may have confused some employers.

b. Make the form as short and simple as possible. Reduce jargon, rhetoric and wordy statements.

c. Use two categories for the general task conditions.

d. Improve the explanation of the purpose and value of the checklist.

Question 5 -- What procedures did you use in processing and evaluating requests for workers on the task checklists?

Employment Service Staff

a. In Erie County the one request received was put into the Job Bank. The request was for a clerk but the tasks checked indicated a request for an assistant manager.

b. A decision is needed, if the Employment Service or the employer should contact the Job Bank as unfilled requests cannot be

held in the local office.

c. Employers were contacted by telephone to verify that the checklist returned was an actual order for workers. Also, workers may have already been recruited by other means by the time the request reached the Employment Service office by mail.

Question 6 -- Compared to regular recruitment methods, how efficient is the task checklist method of recruiting workers?

Employment Service Staff

a. No basis for comparison due to limited employer response to the task checklist

b. Checklist orders for workers are delayed by mail. Orders by telephone are preferable.

c. Checklist orders should be filed in advance so workers could be identified. A telephone order referring to the checklist would then allow communication to "pin down" the actual request for workers. The checklist can tell the type of worker desired so that applicants can be matched to available jobs.

Cooperative Extension Agents

a. Most quality horticulture workers go directly to employers on their own rather than seeking a job through the Employment Service.

b. The checklist has a place. Previously "warm bodies" were recruited. Employees with specific skills are now needed.

c. Employers can better inform the Employment Service as to the tasks workers must be able to perform.

Question 7 -- To what extent does the task checklist recruitment method affect the quality of workers recruited?

Employment Service Staff

a. The returns were too limited to provide a basis for comparison.

b. The checklists have potential to improve recruitment quality by screening out unqualified workers who express interest in horticulture jobs.

c. Job satisfaction and retention of workers could be improved by providing prospective workers with a realistic picture of the job.

Question 8 -- What use can employers make of the task checklist other than recruitment through the New York State Employment Service?

Employment Service Staff

a. The checklist can provide employers with a prospective of tasks performed by employees as a basis for retention and/or promotions.

b. As a guide to employers in determining the kind of employees really needed.

c. As a guide to training new workers

d. Updating of job practices by matching the skills of present employees with tasks to be performed. By considering responsibility in determining worker pay levels, workers will feel important and part of the business. Quality workers can thus be retained.

e. Recruitment of workers directly by the employer

f. Providing prospective employees with a realistic picture of the jobs available in horticulture

Cooperative Extension Agents

a. Evaluation of technical talents of present employees

b. As a guide to training new and present workers

c. Performance evaluation of employee progress on the job

d. As an important factor to consider in assessing the future potential of present employees.

e. For employee management to match employee skills with tasks to be performed

f. To inform school counselors about the types of horticulture jobs and the salaries available

g. For use on school "employment" days

h. With general public relations programs to promote the horticulture industry

Question 9 -- What uses can Employment Service Personnel make of the task checklist, in other than regular worker recruitment?

Employment Service Staff

a. For interviewing job applicants to provide a realistic picture of employer expectations in task competencies.

b. Orientation of Employment Service Interviewers with limited knowledge of the horticulture industry. Interviews could then be more effective in counseling prospective workers, and communicating with employers on job requests received by telephone.

c. Providing information on horticulture jobs to high school graduates and/or other new workers.

Question 10 -- In general, how satisfied were workers with task checklist recruitment and did they perform on the tasks checked by employers?

Employment Service Staff

No basis for response since no workers were placed

Question 11 -- In general, how satisfied are employers with task checklist recruitment?

Employment Service Staff

a. Employer satisfaction is not well known due to the limited response to the checklist.

b. In general the task checklist was not favorably received by employers. The length of the form and the time of year for the field test were two areas of employer dissatisfaction.

Cooperative Extension Agents

a. Employers in Erie County receive a large number of surveys. The checklist received a negative reaction as employers feel that they will not get feedback.

b. Greater initial employer involvement is needed to stimulate interest and participation.

c. Our limited experience with the checklist makes judgment difficult.

d. The length of the field test was not adequate. Employers will need to be educated to use the checklist.

Question 12 -- In general, how satisfied are you with task checklist recruitment?

Employment Service Staff

a. We in Erie County cannot comment due to only receiving one response.

b. The checklists were too long and time consuming.

c. We had anticipated around 100 responses in Suffolk-Nassau Counties and are dissatisfied in terms of only receiving 17 requests.

The field test also did not provide the hoped for information as to the need for a resident Rural Manpower Representative in Nassau County.

Cooperative Extension Agents

a. We did not use the checklist but it appears to be a good beginning.

b. Possibly it may be used with some refinement. Any systematic approach to recruitment in the horticulture industry is a 100% improvement.

c. The checklist should not keep people out of the horticulture industry. Many positions can be filled by persons with a limited number of horticulture skills.

d. Perhaps the labor problem in horticulture could be solved by considering women through use of the task approach.

e. Somewhat critical, the test was conducted at the wrong time of year. I hope the task checklist recruitment will not be dropped.

Question 13 -- Assuming necessary modifications, do you feel that the task checklist method of recruiting workers has potential for regular use by the New York State Employment Service?

Employment Service Staff

a. With modifications, perhaps for counseling prospective workers on the nature of jobs available in horticulture. With the present form, too much time would be involved to go through the entire guide (i.e., detailed task data) followed by the task checklist. A possibility might be to concentrate only on those tasks the most time will be spent on, in particular for workers who have expressed an interest in horticulture.

b. The number of applicants for horticulture jobs is limited. Therefore, any applicant would be referred irrespective of tasks and the employer would then decide whether or not to employ the applicant. The checklist may work in the future, if there is a substantial number of applicants.

c. The dates for the field test were not timely.

d. Most horticulture employers have small businesses. Therefore, they hire mostly day laborers. There is limited turnover of regular horticulture employees.

e. There is a general surplus of workers at the present time.

f. The present task list may be able to be used with progressive employers in combination with a field visit or a long telephone conversation. Another possibility would be individual telephone solicitations. In any event, not industry wide as the Employment Service has a limited number of applicants and could not fill a large number of orders.

g. Some employers may wish to place the checklist on file to request workers in advance of the time that they are needed.

h. Personal contact with employers will be important in using any new method such as the checklist.

Cooperative Extension Agents

a. The potential for use is greater with larger businesses. Few middle management jobs are available as many businesses are family businesses and, therefore, there would be little involvement by the Employment Service.

b. Perhaps the checklists serve a greater purpose in informing

prospective employees about the jobs available and thereby promoting job satisfaction.

c. Yes, I hope the horticulture industry will back the effort to properly evaluate potential employees and be grateful.

d. The checklist has a great deal of application. Modify it only after further testing; i.e., when the industry's shock to any formalized and/or new method is over. The list will seem more simple then.

e. Caution should be taken not to simplify the checklist to the point that it loses its value.

Question 14 -- Other comments

Employment Service Staff

None

Cooperative Extension Agents

a. The field test was conducted at a poor time of year as only the greenhouses were hiring--other areas of horticulture were declining.

b. The labor surplus in the Buffalo area resulted in few workers needed.

c. Evaluation is needed to determine how employees recruited fit into the tasks to be performed.

d. We plan to use the task checklist in an educational program with landscapers.

e. The checklists should be of great value to high school and college horticulture programs and can provide a picture of what graduates have to offer, thus making it easier to get a job.

f. The lists should have application for work experience in Boards of Cooperative Education Services (BOCES).

g. There may be use with SCORE in training and job placement of migrants.

CONCLUSIONS AND RECOMMENDATIONS

1. The task checklists are not a viable recruitment tool for use with the total horticulture industry at this time due to (a) limited employer acceptance of the checklists, and (b) insufficient numbers of applicants to the Employment Service for horticulture employment to fill large numbers of job requests.

2. The time of year when the field test was conducted limited the potential for employer use of the task checklists for recruitment. Therefore, further field testing will be necessary to fully assess the potential of the checklists for recruitment of workers in the horticulture industry.

3. A high percentage of horticulture employers use methods other than the New York State Employment Service to recruit workers.

4. Employers perceive the task checklists to have potential for recruitment of horticulture workers as indicated by the 33 percent of employers returning evaluations recommending that the checklists be used regularly by the Employment Service for recruitment. However, since only 15 percent of employers returned evaluations, this indicates that the potential is with selected employers. Specific employer suggestions for use of the checklists were not included in the evaluation.

5. The length of the checklist should be reduced to the maximum extent possible without reaching a level of generality which would reduce the value of the checklists for identifying specific tasks.

6. The task checklists have potential for uses other than recruitment through the Employment Service as follows:

a. Orientation of Employment Service Counselors not familiar with the horticulture industry

b. As a guide for pre-service training programs in horticulture

c. As a guide for in-service training of new and experienced workers

d. In evaluation of the technical competence of present employees as one basis for retention and/or promotions

e. In employee management to match employee skills to tasks performed in the job assigned

f. Recruitment of employees by employers

g. As one factor in assessing the future potential of employees

7. Additional refinement of the task lists may be necessary to reflect the needs of specialized businesses within business areas; e.g., spraying businesses within the landscape services business area.

8. The task checklists may be used by the Employment Service with selected employers on a voluntary basis. Personal contact will be important to educate employers on using the checklists for recruitment and other potential uses as described in item 6 above. The field test indicated that filing of requests for workers in advance may prove to be necessary for efficient recruitment.

Evaluation of this use of the checklists should provide additional information on the potential of task data for use in recruitment of workers in horticulture.

APPENDIX A

LETTER INTRODUCING TASK CHECKLIST

RECRUITMENT TO EMPLOYERS

NEW YORK STATE COLLEGE OF AGRICULTURE
A Statutory College of the State University
Cornell University
Ithaca, N.Y. 14850

Department of Education
Stone Hall

Dear Employer:

This letter is to invite you to try a new method of recruiting any workers you may be hiring during September and October, 1971. That is, by completing the preliminary information and by checking on the enclosed list the tasks the worker(s) you wish to hire will need to be able to perform, and then contacting the Employment Service representative indicated either by telephone or by mail.

Additional copies of the task check list are available from the Employment Service representative. Should you wish to employ more than one worker for the same job (tasks), the checklist need only be completed once as your request will be on file at the Employment Service.

The task checklists were developed through a research study funded by the New York State Department of Labor, Division of Employment; and conducted by Staff of the New York State College of Agriculture and Life Sciences in cooperation with New York State horticulture trade organizations and the Cooperative Extension Service.

This new recruitment method is being tried out with horticulture employers in Erie, Nassau and Suffolk counties to determine feasibility for future use in recruiting agricultural workers. Whether or not you use the task checklist to recruit workers, your evaluation and/or suggestions for change conveyed to the Employment Service representative will be helpful.

Your cooperation in testing and evaluation of this new method should you be hiring additional workers during September and October will be appreciated.

Sincerely yours,

William E. Drake

William E. Drake, Professor
AGRICULTURAL EDUCATION

Arthur L. Berkey

Arthur L. Berkey, Assistant Professor
AGRICULTURAL EDUCATION

br
Enclosures

APPENDIX B-1

TASK CHECKLIST PRELIMINARY INFORMATION

(Appended to the Front of Each Task Checklist)

INSTRUCTIONS: Complete all parts; and mail or telephone this information to the following New York State Employment Service:

Mr. Michael Sibiga and Mr. Hal B. Skuse
Agricultural Employment Representatives
Division of Employment
295 Main Street
Buffalo, New York (Telephone - 716-854-4242)

EMPLOYEE REQUEST FORM

Firm Information (please print or type)

Firm Name _____

Address _____
(street) (city)

_____
(state) (zip code)

Telephone _____
(area code and number)

Name of the Firm's Representative _____

Job Information

1. Job title _____
2. Number of workers requested _____
3. Job location _____
4. Number of hours per week _____
5. Hours to be worked (check) AM_____ PM_____ Night____
6. Days of the week (circle) S M T W T F S
7. Starting salary range $_____ per hour
8. Number of employees currently employed for the same tasks _____
9. Tasks for the new employee will perform -- check on the attached list.
10. Involves joining labor union? ____yes ____no
11. Educational requirements _____
12. Experience required _____
13. Length of time job is available _____
14. Opportunities for promotion _____

APPENDIX B-2

GENERAL TASK CONDITIONS

(Appended at End of Each Task Checklist)

For each of the categories listed below, check (✓) the response which generally describes how the new employee will perform his tasks.

A. Type of equipment to be used (check one only)

- ☐ 1. Using hand tools only
- ☐ 2. Using power tools only
- ☐ 3. Using both hand and power tools

B. Extent of lifting (check one only)

- ☐ 1. Less than 10 pounds -- Sedentary
- ☐ 2. Up to 20 pounds -- Light
- ☐ 3. Up to 50 pounds -- Medium
- ☐ 4. Up to 100 pounds -- Heavy
- ☐ 5. Over 100 pounds -- Very Heavy

C. Type of physical demands (check all that apply)

- ☐ 1. Climbing and/or balancing
- ☐ 2. Kneeling, stooping, crawling, and/or crouching
- ☐ 3. Handling, reaching, fingering, and/or feeling
- ☐ 4. Talking, hearing
- ☐ 5. Seeing, depth perception, color vision, and/or acuity

D. Extent of association with other workers (check one only)

- ☐ 1. Working alone
- ☐ 2. Working near other workers
- ☐ 3. Working cooperatively with other workers

E. Type of physical surroundings (check all that apply)

- ☐ 1. Works inside 75 percent or more of the time
- ☐ 2. Works outside 75 percent or more of the time
- ☐ 3. Works both inside and outside in about equal amounts
- ☐ 4. Exposed to cold and/or changing temperatures
- ☐ 5. Exposed to hot and/or changing temperatures
- ☐ 6. Exposed to wet and/or humid conditions
- ☐ 7. Works where noise and/or vibrations present a hazard
- ☐ 8. Work requires individual to be exposed to mechanical and/or electrical hazards
- ☐ 9. Works in conditions where fumes, odors, dust, and/or poor ventilation is present

F. Amount of Supervision (check one only)

- ☐ 1. No supervision; works independently
- ☐ 2. Some supervision; works with some guidance and direction
- ☐ 3. Constant supervision; all work will be under direct guidance of a superior

APPENDIX B-3

RETAIL FLORIST CHECKLIST

Business Area: Retail Florists

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
A. SALES		
1001 - Describe to customers the purposes and qualities of merchandise for sale		
1002 - Identify customer needs and wants		
1003 - Use telegram and telephone to accept and send customer orders		
1004 - Follow-up sales to determine customer satisfaction		
1005 - Give estimates on costs of flowers and plants for weddings, funerals, etc.		
1006 - Identify horticultural plants		
1007 - Solicit sales by telephone		
1008 - Use effective interpersonal relationships in dealing with customers		
1009 - Interpret plant and flower care instructions to the customer		
1010 - Use supplier advertising materials		
1011 - Use credit systems of payment		
1012 - Label and price mark merchandise		
1013 - Use cash register or other sales recording device		
1014 - Display store merchandise for sale		
1015 - Wrap and package flowers sold		
1016 - Ship and deliver merchandise		
1017 - Stock shelves		
1018 - Explain and demonstrate the use of accessory sales items; candles, vases, cards, candy, etc.		
1019 - Verify customer addresses using directories		

Business Area: Retail Florists

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
1020 - Identify flower and plant insect and disease infestations		
1105 - Write up customer orders		
1354 - Use FTD's speedy gift service		
B. DESIGN		
1021 - Selecting flowers and foliage for arrangements		
1022 - Spray painting floral products		
1023 - Decorating rooms with flowers and plants		
1024 - Constructing floral arrangements for store sales		
1025 - Set up displays at funeral homes and churches		
1026 - Display flowers, plants, and supplies		
1027 - Design floral arrangements to meet customer specifications		
C. RECORDS		
1028 - Keep records of receipts and expenses		
1029 - Make out and mail bills to collect accounts due		
1030 - Check credit references of customers		
1031 - Perform filing tasks		
1033 - Keep employee work records		
1034 - Prepare employee payroll		
1035 - Pay accounts payable		
1036 - Assist in records audit		
1037 - Prepare income tax and other government reports		
1038 - Keep annual depreciation schedule		

Business Area: Retail Florists

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
1039 - Keep customer credit records		
1040 - Use adding machine and/or other tabulation devices in balancing accounts		
D. INVENTORY		
1041 - Keep current inventory of merchandise for sale		
1042 - Check received merchandise against invoice listings		
1043 - Check invoices for math errors		
1044 - Take annual inventory for tax purposes		
1045 - Store flowers and other plants		
1046 - Arrange for transportation of materials purchased		
1047 - Order replacement and/or new merchandise for sale		
1048 - Prepare advertising materials		
1049 - Keep price lists and catalogs current		
E. MAINTENANCE		
1050 - Keep work, storage, and delivery areas neat and clean		
1051 - Clean and sharpen hand tools		
1052 - Keep customer areas neat and clean		
1053 - Light maintenance of business vehicle or tractor - oil level, tire pressure, battery and radiator water levels		
1054 - Minor tune-up of business vehicle or tractor by replacement of sparkplugs and ignition points		
1055 - Change oil and grease business vehicle or tractor		

Business Area: Retail Florists

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
1056 - Electrical repair of light switches and extension cords		
1057 - Paint shelves or display cases		
1058 - Plumbing repair by replacement of worn gaskets or valves		
1096 - Carpentry repairs		
F. MANAGEMENT		
1059 - Report and pay federal, state, and local taxes		
1060 - Understand and comply with business laws		
1061 - Administer social security and other employee benefit programs		
1062 - Identify labor needs		
1063 - Recruit employees		
1064 - Interview and select employees		
1065 - Designate employee work assignments		
1066 - Supervise employees		
1067 - Train new employees		
1068 - Evaluate employee performance		
1069 - Perform personnel actions such as promoting or firing		
1070 - Establish employee wages, hours, and working conditions		
1071 - Determine business credit needs		
1072 - Locate sources of, and secure credit		
1073 - Determine need for, and purchase comprehensive business insurance		
1074 - Select and purchase equipment and expendables not for sale		

Business Area: Retail Florists

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
1075 - Determine kinds and amounts of flowers and plants to stock		
1076 - Identify and select producers and suppliers of flowers, plants, and materials		
1077 - Establish and enforce safety regulations		
1078 - Allocate monies in preparing working budget		
1079 - Analyze the business enterprises on cost and return basis		
1080 - Participate in horticulture trade organizations		
1081 - Plan business advertising		
1082 - Negotiate sales contracts		

APPENDIX B-4

FARM AND GARDEN STORES

Business Area: Farm and Garden Stores

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
A. SALES		
2001 - Describe to customers the purposes and qualities of merchandise for sale		
2002 - Identify customer needs and wants		
2003 - Take orders for sales or service by telephone		
2004 - Follow-up sales to determine customer satisfaction		
2005 - Make cost estimates on customer orders		
2006 - Identify horticultural plants		
2083 - Answer customer inquiries by telephone		
2084 - Prepare advertising materials		
2010 - Use supplier advertising materials		
2085 - Use various types of advertising such as mail, radio, and newspaper ads		
2012 - Label and price mark merchandise		
2013 - Use cash register or other sales recording device		
2014 - Display store merchandise for sale		
2015 - Wrap and/or package merchandise sold		
2016 - Stock shelves		
2086 - Use credit systems of payment		
2087 - Deliver or ship merchandise sold		
2088 - Demonstrate use of equipment and tools		
2089 - Arrange trade-ins and credit terms		
2090 - Make fertilizer and seed calculations for customers based on recommendations		
2091 - Identify and name horticultural plant disease and insect infestations		

Business Area: Farm and Garden Stores

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
2092 - Use recommendations for control of plant disease and insect in advising customer purchases		
2019 - Verify customer addresses using directories		
2093 - Use handout materials in answering customer inquiries		
2094 - Keep price lists and catalogs current		
2095 - Rent equipment to customers		
B. RECORDS		
2028 - Keep records of receipts and expenses		
2029 - Make out and mail bills to collect accounts due		
2030 - Check credit references of customers		
2031 - Perform filing tasks		
2032 - Perform typing and mailing tasks		
2033 - Keep employee work records		
2034 - Prepare employee payroll		
2035 - Pay accounts payable		
2036 - Assist in records audit		
2037 - Prepare income tax and other government reports		
2038 - Keep annual depreciation schedule		
2039 - Keep customer credit records		
2040 - Using adding machine and/or other tabulation devices in balancing accounts		
C. INVENTORY		
2041 - Keep current inventory of merchandise for sale		
2042 - Check received merchandise against invoice listings		

Business Area: Farm and Garden Stores

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
2043 - Check invoices for math errors		
2044 - Take annual inventory for tax purposes		
2045 - Store received merchandise		
2046 - Arrange for transportation of materials purchased		
2047 - Order replacement and/or new merchandise for sale		
D. MAINTENANCE		
2050 - Keep work, storage, and delivery areas neat and clean		
2051 - Clean and sharpen hand tools		
2053 - Light maintenance of business vehicle or tractor - oil level, tire pressure, battery and radiator water levels		
2054 - Minor tune-up of business vehicle or tractor by replacement of sparkplugs and ignition points		
2055 - Change oil and grease business vehicle or tractor		
2096 - Carpentry repair of display cases and storage shelves		
2056 - Electrical repair of light switches and extension cords		
2057 - Paint display cases and storage shelves		
2058 - Plumbing repair by replacement of worn gasket or valves		
2097 - Clean and oil electric motors		
2098 - Order repair parts for vehicles and/or other equipment		
2099 - Keep merchandise and customer areas neat and clean		
2100 - Maintain and repair small gas engines		

Business Area: Farm and Garden Stores

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
2101 - Water and care for plants on display and/or storage		
2102 - Calibration of spreading and spraying equipment		
2103 - Follow safety factors in pesticide applications		
E. MANAGEMENT		
2059 - Reporting and paying federal, state, and local taxes		
2060 - Understand and comply with business laws		
2061 - Administer social security and other employee benefit programs		
2062 - Identify labor needs		
2063 - Recruit employees		
2064 - Interview and select employees		
2065 - Designate employee work assignments		
2066 - Supervise employees		
2067 - Train new employees		
2068 - Evaluate employee performance		
2069 - Perform personnel actions such as promoting or firing		
2070 - Establish employee wages, hours, and working conditions		
2071 - Determine business credit needs		
2072 - Locate sources of, and secure credit		
2073 - Determine need for, and purchase comprehensive business insurance		
2074 - Select and purchase equipment and expendables not for sale		
2075 - Determine kinds and amounts of equipment to buy and stock		

Business Area: Farm and Garden Stores

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
2076 - Identify and select producers and suppliers of equipment and plants		
2077 - Establish and enforce safety regulations		
2078 - Allocate monies in preparing working budget		
2079 - Analyze the business enterprises on cost and return basis		
2080 - Participate in horticulture trade organizations		
2081 - Plan business advertising		
2082 - Negotiate sales contracts		
2104 - Prepare and implement contracts		

APPENDIX B-5

LANDSCAPE SERVICES CHECKLIST

Business Area: Landscape Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
A. SALES		
3001 - Describe to customers the purposes and qualities of plans, flowers, and other plants for sale		
3002 - Identify customer needs and wants		
3003 - Take orders for sales or service by telephone		
3004 - Follow-up landscape projects to determine customer satisfaction		
3005 - Make cost estimates on customer orders		
3006 - Identify horticultural plants		
3007 - Solicit sales by telephone		
3008 - Use effective interpersonal relationships in dealing with customers		
3084 - Prepare advertising materials		
3010 - Use supplier advertising materials		
3085 - Use various types of advertising such as mail, radio, and newspaper ads		
3105 - Write up customer orders		
3106 - Interpret plant and flower care instructions to customers		
3107 - Advise customers on plant pest and disease control		
B. RECORDS		
3028 - Keep records of receipts and expenses		
3029 - Make out and mail bills to collect accounts due		
3030 - Check credit references of customers		
3031 - Perform filing tasks		
3032 - Perform typing and mailing tasks		
3033 - Keep employee work records		

Business Area: Landscape Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
3034 - Prepare employee payroll		
3035 - Pay accounts payable		
3036 - Assist in records audit		
3037 - Prepare income tax and other government reports		
3038 - Keep annual depreciation schedule		
3039 - Keep customer credit records		
3040 - Use adding machine and/or other tabulation devices in balancing accounts		
C. INVENTORY		
3041 - Keep current inventory of plants and supplies for sale		
3042 - Check received merchandise against invoice listings		
3043 - Check invoices of math errors		
3044 - Take annual inventory for tax purposes		
3045 - Store received plants and supplies		
3046 - Arrange for transportation of materials purchased		
3047 - Order replacement and/or new plants, equipment, and supplies		
3108 - Keep current inventory of repair parts, fertilizer, seed, chemicals, oil, and gas		
D. MAINTENANCE		
3050 - Keep work, storage, and delivery areas neat and clean		
3051 - Clean and sharpen hand tools		
3053 - Light maintenance of business vehicle or tractor - oil level, tire pressure, battery, and radiator water levels		

Business Area: Landscape Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
3054 - Minor tune-up of business vehicle or tractor by replacement of sparkplugs and ignition points		
3055 - Change oil and grease business vehicle or tractor		
3096 - Carpentry repair of storage buildings and repair shop		
3056 - Electrical repair of light switches and extension cords		
3057 - Paint storage structures		
3058 - Plumbing repair by replacement of worn gasket or valves		
3097 - Clean and oil electric motors		
3098 - Order repair parts for vehicles and/or other equipment		
3109 - Clean and repair dusters and sprayers		
3110 - Service and repair small gas engines (e.g. lawn mowers)		
3111 - Maintain and repair tillers, cultivators, hedge shears, etc.		
E. PLANNING A LANDSCAPE		
3112 - Consult with client to find out his needs and wishes		
3113 - Survey the landscape area		
3114 - Locate existing water and sewer lines in landscape area		
3115 - Draw landscape prints and plans		
3116 - Use design principles and techniques that fit the job		
3117 - Determine the time of year to do the job		
3118 - Selection of trees and plants		
3119 - List the plant materials to be used		

Business Area: Landscape Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
3120 - Estimate labor in terms of numbers of men and hours		
3121 - Prepare cost estimate of plan		
3122 - Interpret landscape specifications and designs prepared by landscape architects		
F. PREPARE THE LANDSCAPE		
3123 - Determine the time to plant various species		
3124 - Dig drainage ditches		
3125 - Clearing brush and unwanted plants		
3126 - Fell and remove trees		
3127 - Take soil samples		
3128 - Fertilize based on soil tests results		
3129 - Spread and level top soil		
3130 - Prepare flower and shrub beds for planting		
3131 - Dig holes for tree setting		
3132 - Install irrigation systems		
3133 - Add peat moss to soils		
G. PLANTING A LANDSCAPE		
3134 - Control weeds and soil insects with chemicals		
3135 - Till soil for lawn seedbed		
3136 - Seed a lawn		
3137 - Add mulch to protect new seedings		
3138 - Plant flowers and shrubs		
3139 - Plant trees		
3140 - Support woody plants by guying, stalking, or cabling		
3141 - Set stones		
3142 - Install drain tile		

Business Area: Landscape Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
3143 - Construct walls, walks, and outbuildings		
3144 - Construct paved roads and drives		
3145 - Place sod		
3146 - Water new plantings including sod		
3147 - Dispose of paper and refuse		
H. LANDSCAPE MAINTENANCE		
3148 - Clean grounds of leaves and litter		
3091 - Identify horticultural plant disease and insect infestations		
3149 - Spray chemicals to eliminate weeds, insects, and disease		
3150 - Repair gates, walks, and walls of the grounds		
3151 - Paint fences and outbuildings		
3152 - Clean drainage ditches and culverts		
3154 - Scrape tree wounds		
3155 - Apply protective substance to tree wounds or cut surfaces		
3156 - Prepare lawn for reseeding		
3157 - Reseed a lawn		
3158 - Identify and remove poisonous plants		
3159 - Treat plant woundsand disease infestations		
3160 - Repair worn spots in lawns with sod or reseeding		
3161 - Plant annual flowers and set bulbs		
3127 - Take soil samples and send for analysis		
3128 - Apply lime and fertilizer according to soil test		
3153 - Prune and remove dead or unwanted tree branches		

Business Area: Landscape Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
3162 - Water flower beds and lawns		
3163 - Prune and trim trees and shrubs		
3164 - Mow and trim lawns		
3165 - Remove dead or unwanted trees or shrubs		
3166 - Shovel snow		
3167 - Cultivate flower beds		
3168 - Repair driveways		
3169 - Fell trees		
3170 - Transplant trees and/or shrubs		
3171 - Select and use mulches		
I. MANAGEMENT		
3059 - Report and pay federal, state, and local taxes		
3060 - Understand and comply with business laws		
3061 - Administer social security and other employee benefit programs		
306[illegible] - Identify labor needs		
3063 - Recruit employees		
3064 - Interview and select employees		
3065 - Designate employee work assignments		
3066 - Supervise employees		
3067 - Train new employees		
3068 - Evaluate employee performance		
3069 - Perform personnel actions such as promoting or firing		
3070 - Establish employee wages, hours, and working conditions		
3071 - Determine business credit needs		

Business Area: Landscape Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
3072 - Locate sources of, and secure credit		
3073 - Determine need for, and purchase comprehensive business insurance		
3074 - Select and purchase of equipment and expendables not for sale		
3075 - Determine kinds and amounts of flowers and plants to stock		
3076 - Identify and select producers and suppliers of flowers, plants, and materials		
3077 - Establish and enforce safety regulations		
3078 - Allocate monies in preparing working budget		
3079 - Analyze the business enterprises on cost and return basis		
3080 - Participate in horticulture trade organizations		
3081 - Plan business advertising		
3082 - Negotiate sales contracts		
3172 - Analyze jobs and contracts on cost basis		
3173 - Determine which jobs to contract		

APPENDIX B-6

GREENHOUSE PRODUCTION CHECKLIST

Business Area: Greenhouse Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
A. PREPARATION OF THE MEDIUM		
4174 - Test soil for N.P.K. and soluable salts		
4175 - Identify greenhouse soil materials		
4176 - Determine soil mix for specific plant requirements		
4177 - Shred or screen the soil		
4178 - Mix the soil with plant growing materials		
4179 - Sterilize mixed soils		
4180 - Fill benches and pots		
4181 - Mix fertilizer into soil		
4182 - Level the soil surface		
4183 - Spread peat moss on top of soil mix		
4184 - Mark soil for planting		
B. PROPAGATION		
4185 - Select the proper time to plant annuals and seasonal varieties		
4186 - Select seed and bulbs		
4187 - Select cuttings and seedling stock		
4188 - Clean and treat seed		
4189 - Sow seed for greenhouse stock		
4190 - Transplant seedlings to pots		
4192 - Plant cuttings in flats		
4193 - Pencil label planted specimens		
4194 - Keep seeds and bulbs at proper temperature		
4006 - Identify types of horticultural plants		
C. ENVIRONMENTAL CONTROL AND CULTURE		
4195 - Water nursery block		

Business Area: Greenhouse Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
4196 - Thin nursery stock		
4197 - Prune and thin plants		
4198 - Fertilize plants		
4174 - Test soils for nutrients		
4199 - Pinch potted plants		
4200 - Control temperature with fans and heaters		
4201 - Control humidity with ventilating fans and humidifiers		
4202 - Control both the type and amount of light		
4203 - Force bulbs		
4204 - Force potted plants to bloom at seasonal times		
4205 - Cultivate beds for aeration		
D. DISEASE, WEED, AND PEST CONTROL		
4206 - Control weeds with chemicals		
4207 - Use plastic and tools to provide weed contrd		
4208 - Set traps and/or poisons for pests		
4209 - Fumigate greenhouse		
4210 - Identify and remove diseased plants		
4211 - Control plant insects and diseases with chemicals		
E. HARVESTING		
4212 - Remove plants from beds		
4213 - Cut flowers and plants		
4214 - Harvest seed		
4215 - Clean and grade seed		
4216 - Bag roots of shrubs		

Business Area: Greenhouse Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
4217 - Pot flowering plants for sale		
4218 - Label harvested plants by common names		
F. STORAGE AND PACKAGING 4219 - Bunch, pack, or wrap, flowers and other plants		
4220 - Package seeds		
4222 - Deliver produce to warehouse storage		
4223 - Place cut flowers in environmental storage		
4224 - Label storage bins and bags		
4225 - Remove dead and diseased blooms and plant parts		
4226 - Pack care instructions with plants		
G. SALES 4001 - Describe to customers the purposes and qualities of merchandise for sale		
4002 - Identify customer needs and wants		
4003 - Take orders for sales by telephone		
4004 - Follow-up sales to determine customer satisfaction and as a guide for next years plantings		
4005 - Make cost estimates on customer orders		
4006 - Identify horticultural plants		
4007 - Solicit sales by telephone		
4008 - Use effective interpersonal relationships in dealing with customers		
4084 - Prepare advertising materials		
4227 - Demonstrate arrangement features of products		
4228 - Use various types of advertising such as industry publications and mailing lists		
4105 - Write up customer order		

Business Area: Greenhouse Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
4229 - Advice customers on environmental control and shelf life of plants		
4230 - Send plant care instructions to retailers		
4094 - Keep price lists and catalogs current		
H. RECORDS		
4028 - Keep records of receipts and expenses		
4029 - Make out and mail bills to collect accounts due		
4030 - Check credit references of customers		
4031 - Perform filing tasks		
4032 - Perform typing and mailing tasks		
4033 - Keep employee work records		
4034 - Prepare employee payroll		
4035 - Pay accounts payable		
4036 - Assist in records audit		
4037 - Prepare income tax and other government reports		
4038 - Keep annual depreciation schedule		
4039 - Keep customer credit records		
4040 - Use adding machine and/or other tabulation devices in balancing accounts		
4231 - Keep greenhouse crop production record		
I. PROCESSING AND SHIPMENT		
4232 - Quality sort prior to shipment		
4233 - Make out shipping labels and invoices		
4234 - Package orders for shipment		
4235 - Arrange transportation for shipments of plant materials		

Business Area: Greenhouse Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
4236 - Deliver flowers and/or other plants to wholesaler and/or retailer		
J. INVENTORY		
4041 - Keep current inventory of plants and supplies for sale		
4042 - Check received merchandise against invoice listings		
4043 - Check invoices for math errors		
4044 - Take annual inventory for tax purposes		
4045 - Store received materials and supplies		
4046 - Arrange for transportation of plant materials and supplies purchased		
4047 - Order seed, fertilizer, chemicals, and/or plant materials		
4108 - Keep current inventory of repair parts, fertilizer, seed, and soil mix supplies		
K. MAINTENANCE		
4050 - Keep work, storage, and delivery areas neat and clean		
4051 - Clean and sharpen hand tools		
4053 - Light maintenance of business vehicle or tractor - oil level, tire pressure, battery and radiator water levels		
4054 - Minor tune-up of business vehicle or tractor by replacement of sparkplugs and ignition points		
4055 - Change oil and grease business vehicle or tractor		
4096 - Carpentry repair of frames, benches, and other greenhouse structures		
4056 - Electrical repair of light switches and extension cords		

Business Area: Greenhouse Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
4057 - Paint frames and greenhouse structures		
4058 - Plumbing repair by replacement of worn gaskets or valves in the watering system		
4097 - Clean and oil electric motors		
4098 - Order repair parts for vehicles and/or other equipment		
4237 - Glazing windows		
4100 - Maintain and repair small gas engines		
4109 - Clean and repair dusters and sprayers		
4111 - Maintain and repair power tillers and cultivators		
4238 - Service heaters and boilers		
L. MANAGEMENT		
4059 - Report and pay federal, state, and local taxes		
4060 - Understand and comply with business laws		
4061 - Administer social security and other employee benefit programs		
4062 - Identify labor needs		
4063 - Recruit employees		
4064 - Interview and select employees		
4065 - Designate employee work assignments		
4066 - Supervise employees		
4067 - Train new employees		
4068 - Evaluate employee performance		
4069 - Perform personnel actions such as promoting or firing		
4070 - Establish employee wages, hours, and working conditions		
72		

Business Area: Greenhouse Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
4071 - Determine business credit needs		
4072 - Locate sources of, and secure credit		
4073 - Determine need for, and purchase comprehensive business insurance		
4074 - Select and purchase plants, seeds, fertilizer and equipment		
4075 - Determine kinds and amounts of flowers and other plants to stock		
4076 - Identify and select producers and suppliers of flowers, plants, and materials		
4077 - Establish and force safety regulations		
4078 - Allocate monies in preparing working budget		
4079 - Analyze the business enterprises on cost and return basis		
4080 - Participate in horticulture trade organizations		
4081 - Plan business advertising		
4082 - Negotiate sales contracts		
4239 - Plan varieties to be planted according to demand and availability of seed, bulbs or scion stock		
4240 - Developing relationships with buyers to get new markets and secure sales agreements		
4241 - Arranges with commercial seed houses for supplies		

APPENDIX B-7

NURSERY PRODUCTION CHECKLISTS

Business Area: Nursery Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
A. PREPARATION OF THE MEDIUM (SEEDBED)		
5242 - Select nursery planting site		
5127 - Take soil samples		
5243 - Lay out space requirements for various varieties		
5244 - Determine fertilizer requirements according to soil test		
5245 - Add chemicals to control weeds and/or soil insects		
5246 - Operate machinery to till soil and distribute lime and fertilizer		
5131 - Dig holes for trees and shrubs (with shovel or power auger)		
5133 - Haul and spread peat moss and other plant materials		
5247 - Plant cover crops		
B. PROPAGATION		
5185 - Select time to plant annual and seasonal plants		
5248 - Select seed and transplant stock		
5188 - Clean and treat seed		
5189 - Plant seed		
5249 - Transplant seedlings to the field		
5189 - Plant seed for nursery stock		
5193 - Label planted rows or areas		
C. CULTURE OF PLANTS IN THE NURSERY		
5250 - Water nursery stock		
5197 - Prune and trim plants		
5174 - Test soil		

Business Area: Nursery Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
5251 - Care for plants in containers		
5252 - Thin and space nursery stock		
5253 - Fertilize nursery crops according to soil test		
D. DISEASE, PEST, AND WEED CONTROL		
5254 - Cultivate to eliminate weeds		
5206 - Provide chemical weed control		
5207 - Lay plastic to prevent weeds		
5208 - Set traps and poisons for pests		
5255 - Shoot pests		
5256 - Spray crops		
5210 - Identify and remove diseased and dead plants		
5257 - Identify common insect and disease pests of ornamental shrubs		
E. HARVESTING		
5258 - Dig up trees and shrubbery		
5259 - Ball and burlap roots of trees and shrubs		
5213 - Cut flowers and plants		
5212 - Remove plants from beds		
5214 - Harvest seed		
5215 - Clean and grade seed		
5218 - Label harvested plants		
5217 - Pot plants for retail sale		
F. STORAGE		
5219 - Bunch and pack plants		
5222 - Deliver plants to warehouse storage		
5224 - Label storage bins and bags		

Business Area: Nursery Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
5261 - Remove dead or inferior plants		
5262 - Maintain humidity and temperature requirements in storage facility with fans and heater units		
5263 - Care for overwintering of container group plant materials		
G. SALES		
5001 - Describe to customers the purposes and qualities of plants for sale		
5002 - Identify customer needs and wants		
5003 - Take orders for sales by telephone		
5004 - Follow up sales to determine satisfaction and as a guide for determining next years plantings		
5005 - Make cost estimates on customer orders		
5006 - Identify horticultural plants		
5007 - Solicit sales by telephone		
5008 - Use effective interpersonal relationships in dealing with customers		
5084 - Prepare advertising materials		
5010 - Use supplier advertising materials including catalogs		
5105 - Write up customer orders		
5264 - Prepare advertising materials including catalogs		
5228 - Use various types of advertising such as industry publication and mailing lists		
5229 - Advise customers on environmental requirements and shelf life of plants		
5230 - Send plant care instructions to retailers		
H. RECORDS		
5028 - Keep records of receipts and expenses		

Business Area: Nursery Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
5029 - Make out and mail bills to collect accounts due		
5030 - Check credit references of customers		
5031 - Perform filing tasks		
5032 - Perform typing and mailing tasks		
5033 - Keep employee work records		
5034 - Prepare employee work records		
5035 - Pay accounts payable		
5036 - Assist in records audit		
5037 - Prepare income tax and other government reports		
5038 - Keep annual depreciation schedule		
5039 - Keep customer credit records		
5040 - Use adding machine and/or other tabulation devices in balancing accounts		
5265 - Keep nursery crop production records		
5363 - Calculate sales price based on cost plus a percent mark-up		
I. PROCESSING AND SHIPMENT		
5232 - Quality sort prior to shipment		
5233 - Make out shipping labels and invoices		
5234 - Package orders for shipment		
5235 - Arrange transportation for shipment of plant materials		
5236 - Deliver plant materials to wholesaler and/or retailer		
J. INVENTORY		
5041 - Keep current inventory of plants and supplies for sale		

Business Area: Nursery Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
5042 - Check received merchandise against invoice listings		
5043 - Check invoices for math errors		
5044 - Take annual inventory for tax purposes		
5045 - Store received materials and supplies		
5046 - Arrange for transportation of plant materials and supplies		
5047 - Order seed, fertilizer, and/or plant materials		
5108 - Keep current inventory of repair parts, fertilizer, seed, and other supplies		
K. MAINTENANCE		
5050 - Keep work, storage, and delivery areas neat and clean		
5051 - Clean and sharpen hand tools		
5053 - Light maintenance of business vehicle or tractor - oil level, tire pressure, battery and radiator water levels		
5054 - Minor tune-up of business vehicle or tractor by replacement of sparkplugs and ignition points		
5055 - Change oil and grease business vehicle or tractor		
5096 - Carpentry repair of storage bins and equipment storage buildings		
5056 - Electrical work on light switches, extension cords and time clocks		
5057 - Paint nursery house and storage buildings		
5058 - Maintain and repair water valves, spigots, thermostats, and pumps		
5097 - Clean and oil electric motors		
5098 - Order repair parts for vehicles and/or other equipment		

Business Area: Nursery Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
5109 - Clean and repair dusters and sprayers		
5100 - Maintain and repair small gas engines (e.g. lawn mower, rototiller)		
5267 - Maintain and install sprinkler heads, pipe nozzles and other irrigation equipment		
5238 - Service heating pots and boilers		
5111 - Maintain and repair power tillers and cultivators		
L. MANAGEMENT		
5059 - Report and pay federal, state, and local taxes		
5060 - Understand and comply with business laws		
5061 - Administer social security and other employee benefit programs		
5062 - Identify labor needs		
5063 - Recruit employees		
5064 - Interview and select employees		
5065 - Designate employee work assignments		
5066 - Supervise employees		
5067 - Train new employees		
5068 - Evaluate employee performance		
5069 - Perform personnel actions such as promoting or firing		
5070 - Establish employee wages, hours, and working conditions		
5071 - Determine business credit needs		
5072 - Locate sources of, and secure credit		
5073 - Determine need for, and purchase comprehensive business insurance		

Business Area: Nursery Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
5074 - Select and purchase plants, fertilizer, and equipment		
5075 - Determine kinds and amounts of flowers and plants in stock		
5076 - Identify and select producers and suppliers of flowers, plants, and materials		
5077 - Establish and enforce safety regulations		
5078 - Allocate monies in preparing working budget		
5079 - Analyze the business enterprises on cost and return basis		
5080 - Participate in horticulture trade organizations		
5081 - Plan business advertising		
5082 - Negotiate sales contracts		
5268 - Developing relationships with buyers to get new markets and secure sales agreements		

APPENDIX B-8

TURF PRODUCTION CHECKLIST

Business Area: Turf Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
6054 - Minor tune-up of business vehicle or tractor by replacement of sparkplugs and ignition points		
6055 - Change oil and grease business vehicle or tractor		
6096 - Carpentry repair of storage structures		
6056 - Electrical repair of light switches and extension cords		
6057 - Paint storage structures		
6058 - Plumbing repair of worn gaskets or valves		
6097 - Clean and oil electric motors		
6098 - Order repair parts for vehicles and/or other equipment		
6100 - Maintain and repair small gas engines		
6267 - Maintain and install sprinkler heads, pipe nozzles, and other irrigation equipment		
6058 - Maintain and repair water valves, spigots, thermostats, and pumps		
6111 - Maintain and repair tillers and cultivators		
6109 - Clean and repair dusters and sprayers		
6296 - Service and repair of sod cutters		
6297 - Service and repair of mowers		
6360 - Heavy maintenance, overhaul and valve job		
6364 - Welding, both electric and acetylene		
I. MANAGEMENT		
6059 - Report and pay federal, state, and local taxes		
6060 - Understand and comply with business laws		
6061 - Administer social security and other employee benefit programs		

Business Area: Turf Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
A. PREPARATION OF THE MEDIUM		
6269 - Drain the turf site		
6243 - Lay out space requirements for various varieties		
6127 - Take soil samples		
6224 - Determine fertilizer requirements based on soil tests		
6246 - Operate machinery to till soil and distribute lime and fertilizer		
6271 - Level seedbed		
B. PROPAGATION AND GROWTH		
6185 - Select time to plant		
6272 - Select seed		
6273 - Mix seed		
6274 - Till the topsoil		
6275 - Sow grass seed		
6277 - Roll the seeded ground		
6278 - Water the new seeding		
6279 - Mow and trim new seeding		
6281 - Irrigate sod or seeding		
6365 - Plug or sprig grasses		
C. DISEASE, PEST, AND WEED CONTROL		
6282 - Cultivate the seed site prior to planting		
6255 - Shoot pests		
6283 - Operate sprayers		
6285 - Poison rodents and insects		
6286 - Identify and remove weeds		

Business Area: Turf Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
6287 - Add chemicals to control weeds and/or soil insects		
D. HARVESTING		
6288 - Lift and roll sod with machine		
6289 - Load sod on trucks		
6290 - Label harvested sod		
E. SALES		
6001 - Describe to customers the uses of different varieties of sod		
6002 - Identify customer needs and wants		
6003 - Take orders for sales by telephone		
6004 - Follow-up sales to determine customer satisfaction and as a guide for determining next years plantings		
6005 - Make cost estimates on customer orders		
6006 - Identify horticultural plants		
6007 - Solicit sales by telephone		
6008 - Use effective interpersonal relationships in dealing with customers		
6084 - Prepare advertising materials		
6094 - Keep price lists current		
F. RECORDS		
6028 - Keep records of receipts and expenses		
6029 - Make out and mail bills to collect accounts due		
6030 - Check credit references of customers		
6031 - Perform filing tasks		
6032 - Perform typing and mailing tasks		
6033 - Keep employee work records		

Business Area: Turf Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
6034 - Prepare employee payroll		
6035 - Pay accounts payable		
6036 - Assist in records audit		
6037 - Prepare income tax and other government reports		
6038 - Keep annual depreciation schedule		
6039 - Keep customer credit records		
6040 - Use adding machine and/or other tabulation devices in balancing accounts		
6295 - Keep sod production records		
G. INVENTORY		
6041 - Keep current inventory of sod for sale		
6042 - Check received merchandise against invoice listings		
6043 - Check invoices for math errors		
6044 - Take annual inventory for tax purposes		
6045 - Store received materials and supplies		
6046 - Arrange for transportation of materials purchased		
6047 - Order seed, fertilizer, and chemicals		
6108 - Keep current inventory of repair parts, seed, fertilizer, and chemicals		
H. MAINTENANCE		
6050 - Keep work, storage, and delivery areas neat and clean		
6051 - Clean and sharpen hand tools		
6053 - Light maintenance of business vehicle or tractor - oil level, tire pressure, battery, and radiator water levels		

Business Area: Turf Production

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
6062 - Identify labor needs		
6063 - Recruit employees		
6064 - Interview and select employees		
6065 - Designate employee work assignments		
6066 - Supervise employees		
6067 - Train new employees		
6068 - Evaluate employee performance		
6069 - Perform personnel actions such as promoting or firing		
6070 - Establish employee wages, hours, and working conditions		
6071 - Determine business credit needs		
6072 - Locate sources of, and secure credit		
6073 - Determine need for, and purchase comprehensive business insurance		
6074 - Select and purchase seed, fertilizer, and equipment		
6077 - Establish and enforce safety regulations		
6078 - Allocate monies in preparing working budget		
6079 - Analyze the business enterprises on cost and return basis		
6080 - Participate in horticulture trade organizations		
6081 - Plan business advertising		
6082 - Negotiate sales contracts		
6268 - Develop relationships with buyers to get new markets and secure sales agreements		
6298 - Plan varieties to be planted according to demand and availability of seed		
6299 - Select sod field on farm		

APPENDIX B-9

ARBORIST CHECKLIST

Business Area: Arborist Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
A. SALES		
7001 - Describe to customers the purposes and characteristics of tree varieties		
7002 - Identify customer needs and wants		
7003 - Take orders for sales or service by telephone		
7004 - Follow-up sales to determine customer satisfaction		
7005 - Make cost estimates on customer orders		
7006 - Identify types of trees		
7007 - Solicit sales by telephone		
7008 - Use effective interpersonal relationships in dealing with customers		
7084 - Prepare advertising materials		
7010 - Use supplier advertising materials		
7085 - Use various types of advertising such as mail, radio, and newspaper ads		
7009 - Interpret tree care instructions to customers		
7105 - Write-up customer orders		
7300 - Advise customers on tree pest and disease control		
B. RECORDS		
7028 - Keep records of receipts and expenses		
7029 - Make out and mail bills to collect accounts due		
7030 - Check credit references of customers		
7031 - Perform filing tasks		
7032 - Perform typing and mailing tasks		
7033 - Keep analysis work records		

Business Area: Arborist Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
7034 - Prepare employee payroll		
7035 - Pay accounts payable		
7036 - Assist in records audit		
7037 - Prepare income tax and other government reports		
7038 - Keep annual depreciation schedule		
7039 - Keep customer credit records		
7040 - Use adding machine and/or other tabulation devices in balancing accounts		
7301 - Keep maintenance records on power equipment		
C. INVENTORY		
7041 - Keep current inventory of plants and materials		
7042 - Check received merchandise against invoice listings		
7043 - Check invoices for math errors		
7044 - Take annual inventory for tax purposes		
7301 - Store spare parts, oil, and gas		
7108 - Keep current inventory of spare parts, oil, and gas		
7047 - Order replacement and/or new merchandise for sale		
D. MAINTENANCE		
7050 - Keep work, storage, and delivery areas neat and clean		
7051 - Clean and sharpen hand tools		
7053 - Light maintenance of business vehicle, or tractor - oil level, tire pressure, battery, and radiator water levels		
7054 - Minor tune-up of business vehicle or tractor by replacement of sparkplugs and ignition points		

Business Area: Arborist Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
7055 - Change oil and grease business vehicle or tractor		
7096 - Carpentry repair of storage structures		
7056 - Electrical repair of light switches and extension cords		
7057 - Paint storage buildings		
7058 - Plumbing repair by replacement of worn gaskets or valves		
7097 - Clean and oil electric motors		
7098 - Order repair parts for vehicles and/or other equipment		
7100 - Maintain and repair small gas engines (e.g. lawn mowers)		
7302 - Care of climbing equipment		
7109 - Clean and repair dusters and sprayers		
7303 - Maintain and repair power trimmers and tree removers		
E. PREPARATION AND PLANTING TREES		
7304 - Determine tree variety to plant		
7305 - Identify time of year to plant		
7131 - Dig holes to set trees		
7139 - Set trees		
7174 - Take soil tests		
7306 - Lime and fertilize trees at planting		
7307 - Water set trees		
7258 - Dig up trees to be transplanted		
7259 - Ball trees to be shipped		
7140 - Support newly planted trees by guying or staking		

Business Area: Arborist Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
7366 - Add compost or peat moss at planting		
F. TREE CARE AND MAINTENANCE 7308 - Diagnose tree pests, diseases and other disorders		
7309 - Spray trees for pests and disease		
7310 - Prune and trim shade trees		
7311 - Trim trees for utility line clearance		
7312 - Providing winter protection for trees		
7153 - Remove broken and storm damaged limbs		
7313 - Fill tree cavities		
7314 - Safeguard trees in parking lots		
7315 - Remove brush and weeds		
7316 - Use block and tackle to remove trees		
7317 - Cord wood to sell		
7318 - Remove tree stumps		
7319 - Haul and dispose of branches to refuse		
7320 - Climb trees		
7321 - Cable and brace weak trees or limbs		
7174 - Testing soil		
7322 - Fertilize established trees		
7323 - Control undesirable growth with herbicides or growth retardants		
7006 - Identify trees		
7324 - Operate cherry picker		
G. MANAGEMENT 7059 - Report and pay federal, state, and local taxes		

Business Area: Arborist Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
7060 - Understand and comply with business laws		
7061 - Administer social security and other employee benefit programs		
7062 - Identify labor needs		
7063 - Recruit employees		
7064 - Interview and select employees		
7065 - Designate employee work assignments		
7066 - Supervise employees		
7067 - Train new employees		
7068 - Evaluate employee performance		
7069 - Perform personnel actions such as promoting or firing		
7070 - Establish employee wages, hours, and working conditions		
7071 - Determine business credit needs		
7072 - Locate sources of, and secure credit		
7073 - Determine need for and purchase comprehensive business insurance		
7074 - Select and purchase of equipment and expendables not for sale		
7075 - Determine kinds and amounts of plants to stock		
7076 - Identify and select producers and suppliers of plants, and equipment		
7077 - Establish and enforce safety regulations		
7078 - Allocate monies in preparing working budget		
7079 - Analyze the business enterprises on cost and return basis		

Business Area: Arborist Services

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
7080 - Participate in horticulture trade organizations		
7081 - Plan business advertising		
7082 - Negotiate sales and/or service contracts		
7172 - Analyze jobs and contracts on a cost basis		
7173 - Determine which jobs to contract		
7268 - Develop relationships with contractors to obtain jobs and sub-contracts		

APPENDIX B-10

WHOLESALE FLORIST CHECKLIST

Business Area: Wholesale Florists

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
A. SALES		
8001 - Describe to customers the purposes and qualities of merchandise for sale		
8002 - Identify customer needs and wants		
8003 - Take orders for sales by telephone		
8004 - Follow-up sales to determine customer satisfaction		
8005 - Make cost estimates on customer orders		
8006 - Identify horticultural plants		
8007 - Solicit sales by telephone		
8008 - Use effective interpersonal relationships in dealing with customers		
8084 - Prepare advertising materials		
8010 - Use supplier advertising materials		
8085 - Use various types of advertising such as mail, radio, and newspaper ads		
8011 - Use credit systems of payment		
8230 - Send plant and flower care instructions to retailers		
8019 - Verify customer addresses using directories		
8325 - Write up customer orders for packing personnel		
B. PROCESSING AND SHIPMENT		
8326 - Make up customer orders		
8327 - Presort incoming plant materials		
8328 - Check received goods for spoilage and damage		
8329 - Quality sort prior to shipment		
8330 - Package orders for shipment		

Business Area: Wholesale Florists

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
8331 - Make out bus tickets, labels, and invoices for shipping		
8332 - Arrange transportation for shipments sold		
8333 - Check storage temperatures of refrigeration units		
C. RECORDS		
8028 - Keep records of receipts and expenses		
8029 - Make out and mail bills to collect accounts due		
8030 - Check credit references of customers		
8031 - Perform filing tasks		
8032 - Perform typing and mailing tasks		
8033 - Keep employee work records		
8034 - Prepare employee payroll		
8035 - Pay accounts payable		
8036 - Assist in records audit		
8037 - Prepare income tax and other government reports		
8038 - Keep annual depreciation schedule		
8039 - Keep customer credit records		
8040 - Use adding machine and/or other tabulation devices in balancing accounts		
8334 - Post sales on tabulation sheets by variety (to predict future demand)		
D. INVENTORY		
8041 - Keep current inventory of plants and supplies for sale		
8042 - Check received merchandise against invoice listings		

Business Area: Wholesale Florists

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
8043 - Check invoices for math errors		
8044 - Take annual inventory for tax purposes		
8045 - Store received plants and other merchandise		
8046 - Arrange for transportation of materials purchased		
8047 - Order replacement and/or new plants and supplies for sale		
E. MAINTENANCE		
8050 - Keep work, storage, and delivery areas neat and clean		
8051 - Clean and sharpen hand tools		
8053 - Light maintenance of business vehicle or tractor - oil level, tire pressure, battery and radiator water levels		
8054 - Minor tune-up of business vehicle or tractor by replacement of sparkplugs and ignition points		
8055 - Change oil and grease business vehicle or tractor		
8096 - Carpentry repair of storage areas		
8056 - Electrical repair of light switches and extension cords		
8057 - Paint storage areas		
8058 - Plumbing repair by replacement of work gasket or valves		
8097 - Clean and oil electric motors		
8098 - Order repair parts for vehicles and/or other equipment		
8335 - Maintain refrigeration units		
8336 - Water and care for plants in storage		
8223 - Care for common cut flowers		

Business Area: Wholesale Florists

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
8337 - Keep night watch on refrigeration units		
F. MANAGEMENT		
8059 - Report and pay federal, state, and local taxes		
8060 - Understand and comply with business laws		
8061 - Administer social security and other employee benefit programs		
8062 - Identify labor needs		
8063 - Recruit employees		
8064 - Interview and select employees		
8065 - Designate employee work assignments		
8066 - Supervise employees		
8067 - Train new employees		
8068 - Evaluate employee performance		
8069 - Perform personnel actions such as promoting or firing		
8070 - Establish employee wages, hours, and working conditions		
8071 - Determine business credit needs		
8072 - Locate sources of, and secure credit		
8073 - Determine need for, and purchase comprehensive business insurance		
8074 - Select and purchase equipment and expendables not for sale		
8075 - Determine kinds and amounts of flowers and plants to stock		
8076 - Identify and select producers and suppliers of flowers, plants, and materials		
8077 - Establish and enforce safety regulations		

Business Area: Wholesale Florists

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
8078 - Allocate monies in preparing working budget		
8079 - Analyze the business enterprises on cost and return basis		
8080 - Participate in horticulture trade organizations		
8081 - Plan business advertising		
8082 - Negotiate sales contracts		
8268 - Develop relationships with buyers to get new markets and secure sales agreements		

APPENDIX B-11

GOLF COURSE CHECKLIST

Business Area: Golf Courses

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
A. MAINTENANCE OF GREENS		
9338 - Mow and trim greens		
9339 - Move the cup		
9340 - Water greens		
9341 - Replace sod		
9342 - Identify weeds, insects, and diseases		
9343 - Remove weeds and diseased turf		
9206 - Apply chemicals to control insects and fungus		
9207 - Apply chemicals to control weeds		
9174 - Testing soils for nutrient content		
9128 - Fertilize based on soil test		
9367 - Top-dress greens and tees with prepared soil mix		
9368 - Vertical mowing, spiking and thatching		
B. MAINTENANCE OF FAIRWAYS AND TRAPS		
9345 - Add and rake sand in traps		
9346 - Mow and trim fairways		
9347 - Water fairways		
9152 - Clean drains		
9157 - Reseed worn spots on fairways		
9348 - Repair divots		
9349 - Spray chemicals to control weeds, insects, and disease		
9128 - Fertilize based on soil test		
9350 - Set boundaries		
9351 - Maintain paths and signs		

Business Area: Golf Courses

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
9163 - Trim trees and shrubs		
9369 - Maintain and clean, ball washers, tee markers, benches, and trash baskets		
C. RECORDS		
9033 - Keep employee time record		
9352 - Keep records of fertilizer and chemicals applied		
9370 - Keep records of expenditures for all materials used		
D. INVENTORY		
9108 - Keep current inventory of merchandise for sale; seed, fertilizer, and chemicals		
9042 - Check received merchandise against invoice listings		
9043 - Check invoices for math errors		
9044 - Take annual inventory for tax purposes		
9045 - Store received seed, fertilizer, and chemicals		
9046 - Arrange for transportation of materials purchased		
9047 - Order replacement and/or new seed, fertilizer and chemicals		
E. MAINTENANCE		
9050 - Keep work and storage areas neat and clean		
9051 - Clean and sharpen hand tools		
9053 - Light maintenance of business vehicles or tractor - oil level, tire pressure, battery, and radiator water levels		
9054 - Minor tune-up of business vehicle or tractor by replacement of sparkplugs and ignition points		
9055 - Change oil and grease business vehicle or tractor		

Business Area: Golf Courses

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
9096 - Carpentry repair of storage building and repair shop		
9056 - Electrical repair of light switches and extension cords		
9057 - Paint storage buildings, benches, and repair shop		
9058 - Plumbing repair by replacement of worn gaskets or valves		
9097 - Clean and oil electric motors		
9098 - Order repair parts for vehicles and/or other equipment		
9267 - Service and repair of irrigation system		
9100 - Maintenance and repair of small gas engines (e.g. lawnmowers, edgers)		
9297 - Clean and sharpen mower blades		
9109 - Clean and repair dusters and sprayers		
F. MANAGEMENT		
9060 - Understand and comply with business laws		
9062 - Identify labor needs		
9063 - Recruit employees		
9064 - Interview and select employees		
9065 - Designate employee work assignments		
9066 - Supervise employees		
9067 - Train new employees		
9068 - Evaluate employee performance		
9069 - Recommend personnel actions such as promoting or firing		
9076 - Identify and select producers and suppliers of seed, fertilizer, and chemicals		
9077 - Establish and enforce safety regulations		

Business Area: Golf Courses

Task Statement	Check (✓) all tasks employee will be expected to perform	Check (✓) tasks most time will be spent on
9078 - Allocate monies in preparing working budget		
9080 - Participate in horticulture trade organizations		

APPENDIX C-1

EVALUATION FORM FOR EMPLOYERS USING TASK CHECKLIST

EMPLOYER EVALUATION OF TASK CHECKLIST FOR RECRUITMENT OF WORKERS 101

For Coding Only

1. How did the time required to use the task checklist compare with the regular method of recruiting workers through the New York State Employment Service? Check one only. (1)

- ☐ (1) More time required to use checklist
- ☐ (2) No difference between checklist and regular method
- ☐ (3) Less time required to use checklist

2. How effective was the task checklist in recruiting a qualified worker for your job opening? Check one only.

- ☐ (1) Less effective than regular method
- ☐ (2) No difference from regular method (7)
- ☐ (3) More effective than regular method

Comments _____

3. What use can be made of the task checklist other than worker recruitment through the New York State Employment Service? Check all that apply.

- ☐ (1) Employee orientation (8)
- ☐ (2) Employee training (9)
- ☐ (3) Basis for employee promotions (10)
- ☐ (4) Basis for employee pay raises (11)
- ☐ (5) Recruitment of workers other than through Employment Service (12)
- ☐ (6) Other (specify) _____ (13)
- ☐ (7) None (14)

4. What changes are needed in the task checklist? (Use the reverse if this sheet of necessary.)

a. (15)

b. (16)

c.

5. From a standpoint of recruiting workers for your firm, would you recommend that the task checklist be used regularly by the New York State Employment Service? Check one only.

☐ (1) Yes ☐ (2) Uncertain ☐ (3) No (17)

THANK YOU FOR YOUR HELP!! Please return evaluation sheet to your Employment Service Representative.

APPENDIX C-2

INTRODUCTORY LETTER AND EVALUATION FORM

FOR EMPLOYERS NOT USING CHECKLIST

NEW YORK STATE COLLEGE OF AGRICULTURE
A STATUTORY COLLEGE OF THE STATE UNIVERSITY
CORNELL UNIVERSITY
ITHACA, N. Y. 14850

DEPARTMENT OF EDUCATION
STONE HALL

November, 1971

Dear Employer:

This September you were invited to try a new method of recruiting horticulture workers (other than day laborers), i.e. by checking tasks the worker would perform rather than by job title. This invitation was part of a field test of this new method by New York State Employment Service Agricultural Representatives and horticulture employers in Erie, Nassau and Suffolk Counties during September and October, 1971.

The task checklist method of recruitment was developed through a research study conducted by the Staff of the New York State College of Agriculture and Life Sciences in cooperation with New York State Horticulture trade organizations and Cooperative Extension Associations.

The final step is to evaluate how useful the task recruitment method is for recruiting horticulture workers; we would like your frank and honest response.

You can help by completing the enclosed evaluation sheet and mailing it in the stamped, addressed envelope provided. Since only a check is required to indicate your responses, you will be able to complete the evaluation in less than 10 minutes.

Your cooperation in evaluating this trial recruitment aid by November 12, 1971 will be appreciated.

Sincerely yours,

William E. Drake

William E. Drake, Professor
AGRICULTURAL EDUCATION

Arthur L. Berkey

Arthur L. Berkey, Assistant Professor
AGRICULTURAL EDUCATION

WED:br
Enclosures

For Coding Only

EMPLOYER EVALUATION OF TASK CHECKLIST FOR RECRUITMENT OF WORKERS

Your primary business area?

- ☐ (1) Retail Florist
- ☐ (2) Farm and Garden Supply
- ☐ (3) Landscape Services
- ☐ (4) Greenhouse Production
- ☐ (5) Nursery Production
- ☐ (6) Turf Production
- ☐ (7) Arborist Services
- ☐ (8) Wholesale Florist
- ☐ (9) Golf Course

(1)____
(2)____
(3)____
(4)____
(5)____

County business is located in?

☐ (1) Erie ☐ (2) Nassau ☐ (3) Suffolk (6)____

1. Why did you not use the task checklist to recruit workers? Check all that apply.

- ☐ (1) No workers hired (7)____
- ☐ (2) Recruited workers other than through Employment Service (8)____
- ☐ (3) Method appeared too time consuming (9)____
- ☐ (4) Method appeared too complicated (10)____
- ☐ (5) Long distance telephone call involved (11)____
- ☐ (6) Inconvenient to mail in form (12)____
- ☐ (7) Prior recruitment through Employment Service not successful (13)____
- ☐ (8) Received incorrect task list for my business area (14)____
- ☐ (9) Invitation to use task recruitment not received (15)____
- ☐ (10) Other (specify) _____ (16)____

2. What changes are needed in the form of the task checklist? (Use the reverse of this sheet, if necessary.)

a.

b. (17)____

c.

- ☐ (1) None (18)____
- ☐ (2) Uncertain

PLEASE CONTINUE ON OTHER SIDE OF SHEET!

For Coding Only

3. What use can be made of the task checklist other than worker recruitment through the New York State Employment Service?
Check all that apply.

☐ (1) Employee orientation (19)____

☐ (2) Employee training (20)____

☐ (3) Basis for employee promotions (21)____

☐ (4) Basis for employee pay raises (22)____

☐ (5) Recruitment of workers other than through Employment Service (23)____

☐ (6) Other (specify) _____ (24)____

☐ (7) None (25)____

☐ (8) Uncertain (26)____

4. From a standpoint of recruiting workers for your firm, would you recommend that the task checklist be used regularly by the New York State Employment Service?
Check one only.

☐ (1) Yes ☐ (2) Uncertain ☐ (3) No

Any other comments _____

_____

_____

THANK YOU FOR YOUR HELP!!

Please return evaluation sheet to: Arthur L. Berkey
Agricultural Education
205 Stone Hall
Cornell University
Ithaca, New York 14850